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ABSTRACT

A study examined the changing role of the secretary in today's office. More than 3,000 secretaries throughout the country and 100 executives with whom they work were surveyed concerning their attitudes toward automation, use of automated office equipment, career goals, job satisfaction and responsibilities, and involvement in selecting office equipment and supplies. Of the responding secretaries under the age of 30, only one-third were sure they want to be secretaries. More than half were dissatisfied with their opportunities for advancement, and 40 percent felt overqualified for their jobs. One-third of the secretaries have looked for another job recently, and 86 percent indicated that higher salaries would make the secretarial career more appealing. Half the secretaries are consulted about office equipment needs, and even more are involved in selecting office supplies. One-third of the secretaries and executives stated that secretaries should be more involved in evaluating and selecting office equipment. Problems with equipment reliability and service top the list of vendor-related complaints, and filing was the task most disliked by secretaries. (MN)

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THE EVOLVING ROLE OF THE SECRETARY IN THE INFORMATION AGE

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"The Evolving Role of the Secretary in the Information Age" was sponsored by **Minolta Corporation's Business Equipment Division.** The survey was done in cooperation with **Professional Secretaries International Research and Educational Foundation** and conducted by **C.A. Pesko Associates, Inc.**

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INTRODUCTION

This study investigates the changing role of the secretary in today's office. Our primary objective has been to evaluate the perceptions of secretaries and their managers concerning the impact of office automation equipment. We also sought to evaluate secretaries' attitudes toward their careers and how they see their jobs changing in the future with the advent of more automation.

The analysis and conclusions are based on tabulations of more than 3,000 responses to a mail survey of members of Professional Secretaries International (PSI) and the executives with whom they work. A total of 200 responding PSI members and 100 responding executives were interviewed in-depth in a follow-up telephone survey.

The survey was sponsored by Minolta Corporation's Business Equipment Division, which markets office convenience copiers and supplies in the United States through a network of independent dealers. It was done in cooperation with Professional Secretaries International Research and Educational Foundation, a non-profit organization established to further public knowledge of the secretarial profession.

C.A. Pesko Associates, Inc., a professional market research and consulting organization specializing in the information processing industry, conducted the survey.

CONTENTS

INTRODUCTION 1
FOREWORD 3

SURVEY FINDINGS:
Attitudes Toward Office Automation 5
Survey Highlights 5
Use of Automated Office Equipment 6
Secretaries' Career Goals 8
Job Satisfaction 9
Job Responsibilities 10
Selecting Office Equipment and Supplies 11
Comment 11

SURVEY METHODOLOGY 12

RESPONDENT PROFILE:
Profile of Secretaries Surveyed 13
Profile of Executives Surveyed 15
Employer Profile 16

FOREWORD By Sam Kusumoto, President, Minolta Corporation

For years there has been speculation about the role of the secretary in the changing office of today and about the impact of automation in the office workplace. To date, however, there has been relatively little hard data to support—or to contradict—the opinions of the experts.

Minolta Corporation's Business Equipment Division, as a marketer of office copiers, naturally has a keen interest in the office environment and in the people who select and use office equipment. But to date, no one has taken the trouble—on a comprehensive basis—to ask the real experts what their views are.

The real experts are the men and women who work in offices, who manage offices, who select, use, and at times complain about the word processors, the computers, the electronic mail and filing systems and, yes, the modern office copiers now being used. To date, the real experts have not had much say in the discussions about the modern office.

But today, March 7, 1983, Minolta and Professional Secretaries International are going to change all that. Today, we are jointly releasing the results of a nationwide survey of secretaries and the executives with whom they work, a survey that explores in detail the impact of automated equipment in creating a revolution in the way information is processed in the modern office.

We can not claim that this survey will answer all the questions that have been raised about office automation, but we do believe it will provide a more solid, data-based platform on which future research will be based and from which future discussions will develop.

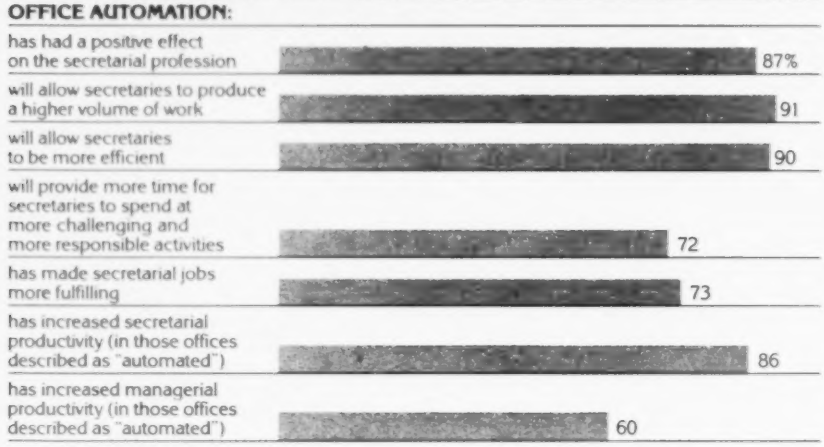
We are grateful for the close cooperation with which Professional Secretaries International has worked with us over the past year in developing and conducting the survey. And, above all, we are grateful to the thousands of secretaries and executives who responded to our survey, giving us the data which will help us all to a better understanding of "The Evolving Role of the Secretary in the Information Age."

ATTITUDES TOWARD OFFICE AUTOMATION

Secretarial attitudes toward office automation, as revealed by the survey, are overwhelmingly positive (table 1).

TABLE 1

SECRETARIAL ATTITUDES TOWARD OFFICE AUTOMATION


OFFICE AUTOMATION:
has had a positive effect on the secretarial profession
87%
will allow secretaries to produce a higher volume of work
91
will allow secretaries to be more efficient
90
will provide more time for secretaries to spend at more challenging and more responsible activities
72
has made secretarial jobs more fulfilling
73
has increased secretarial productivity (in those offices described as "automated")
86
has increased managerial productivity (in those offices described as "automated")
60

The attitudes of executives toward office automation closely parallel those of secretaries on each of these points.

The reasons given for this overwhelming acceptance are straightforward. Secretaries feel office automation will increase productivity and save time. It will help secretaries and executives do their work faster and with greater accuracy. It will cut down on the boredom and frustration of revising documents. It will allow faster retrieval of information. And it will provide an opportunity to learn something new.

Interestingly, secretaries in the 45 + age group expect office automation to have less impact than their younger counterparts expect. They are less likely to think office automation will allow secretaries to produce a higher volume of work, less likely to think automation will do away with the traditional secretarial function in the office, and so on. Younger secretaries are more likely to think that automation will have a significant impact on the office and the secretary's role in it.

Only about half the secretaries think their companies have planned well in implementation of office automation. Most secretaries think their companies should provide office automation tools to as many departments and individuals as possible. Very few think their companies should slow down implementation of office automation.

Both secretaries and executives strongly believe office automation will open up new career opportunities for secretaries. Many secretaries expect these positions to be in office management and other managerial and administrative positions. Executives, however, tend to expect these new opportunities to be in specialized positions in data processing or office automation.

SURVEY HIGHLIGHTS

Other survey highlights, not all as positive as the views on automation, include:

- Of the responding secretaries under 30, only a third are sure they want to be secretaries (page 8).
- More than half the secretaries are dissatisfied with opportunities for advancement (page 9).
- Forty percent of the secretaries feel they are overqualified for their jobs (page 9).
- One-third of the secretaries have looked for another job recently (page 9).
- Eighty-six percent said higher salaries would make the secretarial career more appealing (page 8).
- Half the secretaries are consulted about office equipment needs and even more are involved in selecting office supplies (page 11).
- One-third of the secretaries and executives say secretaries should be more involved in evaluating and selecting office equipment (page 11).
- Problems with equipment reliability and service top the list of vendor-related complaints (page 11).
- Filing is the task disliked most by secretaries (page 10).
- The office copier far outranks the traditional water cooler as the favorite office social gathering place (page 11).

USE OF AUTOMATED OFFICE EQUIPMENT

Secretaries and managers were asked a series of questions about the existence and use of conventional and automated office equipment in their companies. The results show that office automation is already in place to a large degree. It is a significant factor for many secretaries—two of five report using a terminal with a CRT display as part of their jobs.

Conventional office equipment includes electric typewriters, postage meters, telex machines, copiers, micrographic equipment, desk top calculators, facsimile equipment and dictating/transcribing equipment. Automated office equipment includes electronic typewriters, word processors, microcomputers, computer terminals, printers, computer-based telephone systems, electronic mail systems, electronic filing systems and intelligent copier/printers.

As expected, companies of all sizes report wide use of most conventional equipment. Large companies report the use of most categories of automated office equipment, but its use in smaller companies is less (table 2). For example, 60% of large companies have microcomputers installed, compared with 40% of medium companies and just over 20% of small companies.

TABLE 2

OFFICE EQUIPMENT SYSTEMS INSTALLED IN COMPANY

AUTOMATED OFFICE EQUIPMENT	SIZE OF COMPANY			All
	Small	Medium	Large	Respondents
ELECTRONIC TYPEWRITER (INTERNAL MEMORY, NO CRT)	49%	60%	78%	64%
WORD PROCESSOR (HAS CRT DISPLAY)	45	62	86	67
MICROCOMPUTER/DESK TOP COMPUTER	24	39	62	44
COMPUTER TERMINAL	46	75	89	73
PRINTER (COMPUTER OR WORD PROCESSOR)	52	73	91	75
COMPUTER-BASED TELEPHONE SYSTEM	19	35	56	39
ELECTRONIC MAIL SYSTEM	6	10	16	11
ELECTRONIC FILING SYSTEM	5	6	12	8
INTELLIGENT COPIER/PRINTER ("LASER PRINTER")	5	7	16	10

Electronic typewriters, word processors, and printers are installed in one of every five secretarial work areas (table 3). More than 10% have computer terminals and computer-based telephone systems in their work areas. However, use of this equipment is concentrated among younger secretaries.

Automated equipment is finding its way to the executive workstation, as well. About 20% of executives report using a computer terminal, microcomputer, word processor, or printer. **Awareness of automated office equipment is high among secretaries and even higher among executives.**

As the use of CRT terminals expands and as more office workers—secretaries and executives—spend more time using them, problems associated with using CRT displays will become more important. Half of all secretaries using a CRT display suffer from eye strain. Nearly half also suffer from back or neck problems resulting from using the CRT display. About one-fourth report headaches or other stress (table 4).

These physiological problems are experienced more by younger secretaries, who tend to use CRT displays more (table 5). Older secretaries, on the other hand, are more likely to mention equipment problems. This may be because as a group, older secretaries have less contact with the equipment and fewer chances for learning reinforcement.

TABLE 3

OFFICE EQUIPMENT SYSTEMS IN SECRETARY'S WORK AREA

WHICH OF THE FOLLOWING OFFICE EQUIPMENT SYSTEMS ARE CURRENTLY INSTALLED IN YOUR WORK AREA?

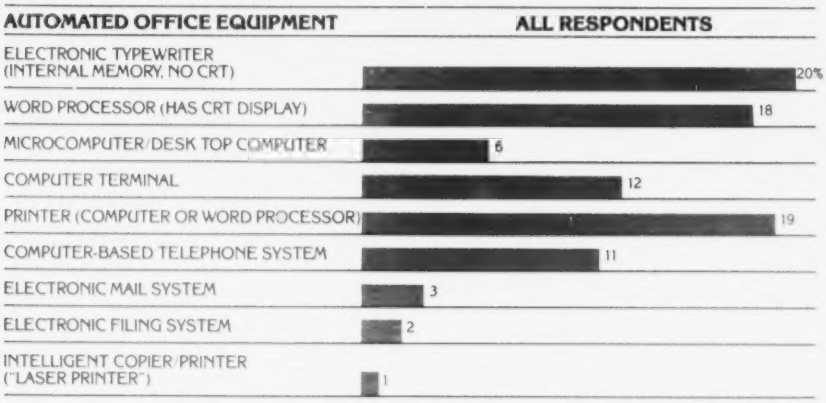


TABLE 4

PROBLEMS EXPERIENCED USING CRT DISPLAYS

PROBLEMS EXPERIENCED USING CRT DISPLAYS	AGE			All Respondents
	Under 30	30-44	45+	
EYE STRAIN	58%	53%	47%	52%
BACK OR NECK PROBLEMS	56	46	41	46
DOWN TIME	37	46	39	42
LOSS OF INFORMATION DUE TO EQUIPMENT FAILURE	38	34	28	33
INADEQUATE TRAINING	21	31	40	32
HEADACHES	39	31	23	30
LEARNING TO OPERATE SYSTEM	21	23	32	26
OTHER STRESS	17	24	26	23
LOSS OF INFORMATION DUE TO OPERATOR ERROR	22	23	21	22
STATIC ELECTRICITY PROBLEMS	15	18	11	15
CONFIDENTIALITY OF STORED INFORMATION	6	8	6	7

Note: Total exceeds 100% due to multiple responses.

TABLE 5

USE OF CRT DISPLAY

HOURS SPENT PER DAY USING CRT DISPLAY	AGE			All Respondents
	Under 30	30-44	45+	
0	53%	59%	70%	61%
Under 1	15	15	12	14
1-2	10	7	7	8
2-4	12	11	8	10
4	10	8	3	7

COMMENT

The frequency with which physiological problems are cited conveys a two-fold message to manufacturers and suppliers. First, not enough attention has been paid to ergonomic design, and this will become a much more important problem in the future. Second, increased emphasis must be placed on the training needs of casual users as well as full-time operators of the equipment.

SECRETARIES' CAREER GOALS

While the long-term career goal of most secretaries responding is to remain in the secretarial profession, only a third of those under 30 are sure they want to be secretaries (table 6). Most secretaries are willing to take action to achieve their career goals. But most see limitations in their companies that prevent them from achieving those goals.

TABLE 6

LONG-RANGE CAREER GOAL

LONG-RANGE CAREER GOAL TO REMAIN IN SECRETARIAL PROFESSION	AGE OF SECRETARY: Under 30	30-44	45 +	All Respondents
YES	37%	49%	69%	56%
NO	30%	22%	14%	20%
NOT SURE	33%	29%	17%	24%

More than half are willing to receive additional on-the-job training and/or go back to school at the company's expense or even at their own expense in order to achieve their career goals. The majority, in fact, believe that secretaries will have to develop additional skills and undergo special training in order to function effectively in the automated office.

The goals of respondents under 30 vary significantly from those of older respondents. They tend to view their professional secretary status as a stepping stone to management and supervisory positions both within and outside the secretarial profession.

Thirty-seven percent of this group are college or junior college graduates. Twenty-five percent hope to advance into management positions. In general, they are more willing to take actions which will help them achieve their career goals. They are more willing to go back to school or change companies, and one-fourth are even willing to relocate to another city if necessary.

While most secretaries wish to remain in the secretarial profession, many express frustration with their current positions and their future growth opportunities.

Secretaries and executives differ in their views of on-the-job limitations encountered by secretaries. While 95% of secretaries mentioned at least one area of limitation, almost one-fourth of executives mentioned none (table 7).

TABLE 7

LIMITATIONS ON SECRETARIES

LIMITATIONS ON SECRETARIES WITHIN RESPONDENT'S COMPANY	% OF SECRETARIES	% OF EXECUTIVES
SALARY ATTAINMENT	69%	51%
CAREER PATH ADVANCEMENT	68	41
STATUS WITHIN ORGANIZATION	66	33
LEVEL OF RESPONSIBILITY	50	24
PROFESSIONAL CONTACT WITH EXECUTIVE/MANAGERIAL STAFF MEMBERS	27	11
DISCRIMINATION BECAUSE OF GENDER	23	NA*
VARIETY OF WORK	19	12
OTHER	8	4
NONE MENTIONED	5	24

*Category appeared on secretary questionnaire only.

Approximately two-thirds of secretaries feel there are limitations in the areas of salary attainment, career path advancement, and status. Half feel there are limitations on the level of responsibility secretaries can have, one-fourth feel there are limitations due to discrimination because of gender, and one-fourth feel there are limitations on professional contact with executive/managerial staff.

COMMENT

The previous paragraphs point out a number of areas where secretarial positions and job satisfaction could be improved at no expense to the company. When secretaries were asked what would make secretarial positions more appealing, 86% felt that higher salaries would. Almost as many, however, mentioned better status or recognition as professionals (77%), and more responsibility or increased decision-making authority (74%).

JOB SATISFACTION

Secretaries responding to the telephone survey expressed a very high level of satisfaction with their jobs. Eighty-seven percent are satisfied with their jobs, with more than 50% saying they are "very satisfied" (table 8). The aspect of their jobs they like best is working with people. Almost all are satisfied with their supervisors.

However, only three of five find their jobs challenging, and 40% feel they are overqualified for their jobs. One-third have looked for another position within and/or outside their companies in the past six months.

When asked how satisfied they are with various aspects of their jobs, secretaries say they are generally satisfied with the nature and variety of the work itself and their working conditions (table 8). But they are only somewhat satisfied with the levels of responsibility of their positions and their salaries and benefits. They are even less satisfied with the opportunities for advancement. In fact, half of the secretaries are dissatisfied with the opportunities for advancement.

Executives' perceptions of secretarial satisfaction with working conditions and salary and benefits is very close to the secretaries' reported satisfaction. **However, executives tend to overestimate the level of satisfaction (or in the case of opportunity for advancement, underestimate the level of dissatisfaction) for other aspects of the job.** In addition, executives are less likely to view their secretaries as overqualified for their jobs.

TABLE 8

SECRETARY'S LEVEL OF JOB SATISFACTION

ASPECT OF JOB	LEVEL OF SATISFACTION			
	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied
OVERALL SATISFACTION	53%	34%	10%	3%
NATURE AND VARIETY OF WORK ITSELF	54	38	6	2
LEVEL OF RESPONSIBILITY	35	45	14	6
OPPORTUNITY FOR ADVANCEMENT	18	33	27	22
WORKING CONDITIONS	55	32	11	2
SALARY AND BENEFITS	33	42	19	6

JOB RESPONSIBILITIES

When given a list of 13 job functions, 89% or more of secretaries said they perform each task listed as part of their jobs. The list included such tasks as typing, receiving visitors, scheduling appointments and filing.

The tasks secretaries like most are those that involve thinking, decision-making, and working with people. The seven top-rated tasks are receiving visitors, writing letters for executives, typing, arranging meetings, scheduling appointments, making travel arrangements and attending meetings (table 9).

Filing is the most disliked task by far, followed by photocopying/duplicating (table 10). These tasks are ones which will be made easier by automation in the office of the future.

One-fourth of the secretaries responding have supervisory responsibility for one or more people. The percentage increases to about one-third for secretaries employed with small and medium companies and for those over 45 years old.

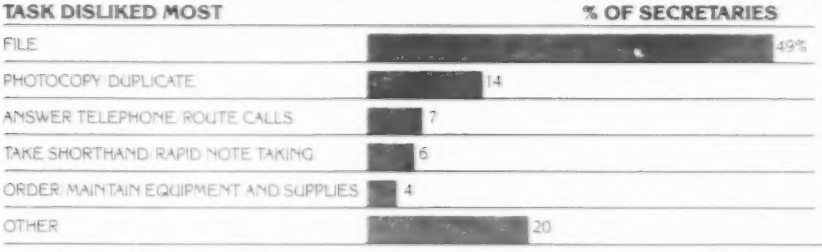
TABLE 9

RATINGS FOR SECRETARIAL TASKS

TASK	% OF SECRETARIES			
	Like Very Much	Like Somewhat	Dislike Somewhat	Dislike Very Much
RECEIVE VISITORS	78%	20%	2%	0%
WRITE LETTERS FOR EXECUTIVE	73	22	4	1
TYPE	70	27	3	0
ARRANGE MEETINGS	70	25	4	1
SCHEDULE APPOINTMENTS	66	29	5	0
MAKE TRAVEL ARRANGEMENTS	64	30	5	1
ATTEND MEETINGS	62	33	4	1
TAKE SHORTHAND; RAPID NOTE TAKING	49	35	12	5
ANSWER TELEPHONE; ROUTE CALLS	46	36	14	4
OPEN; SORT MAIL	35	53	10	2
ORDER; MAINTAIN EQUIPMENT AND SUPPLIES	29	48	19	4
PHOTOCOPY; DUPLICATE	8	44	41	7
FILE	7	28	39	26

TABLE 10

SECRETARIAL TASK DISLIKED MOST



SELECTING OFFICE AUTOMATION EQUIPMENT AND SUPPLIES

A significant percentage of secretaries, especially in smaller companies, are involved in selecting office equipment (table 11). The secretary's role is likely to become more important as more automated equipment is purchased.

TABLE 11

SECRETARY'S ROLE IN SELECTION OF OFFICE EQUIPMENT

SECRETARY'S PARTICIPATION	SIZE OF COMPANY			All Respondents
	Small	Medium	Large	
CONSULTED ABOUT WHICH PRODUCT/ VENDOR WILL SATISFY OUR NEED	63%	47%	33%	46%
NOT INVOLVED IN SELECTION	25	44	60	45
SHOULD BE MORE INVOLVED IN EVALUATION AND SELECTION OF OFFICE EQUIPMENT	23	35	35	32
SERVE AS MEMBER OF A FEASIBILITY STUDY TEAM	10	7	6	7
SERVE ON VENDOR SELECTION COMMITTEE	10	8	4	7
SERVE AS MEMBER OF A PILOT TESTING TEAM	6	7	6	6
MAKES FINAL DECISION ON PRODUCT/VENDOR SELECTION	11	5	2	5
DECIDE WHICH PRODUCT TO PURCHASE FROM AN APPROVED VENDOR LIST	8	4	4	5

Note: Total exceeds 100% due to multiple responses.

Half the secretaries are consulted about which product or vendor will best satisfy the company's office equipment needs. However, executives feel their secretaries are more influential in equipment selection than the secretaries feel they are. **One-third of secretaries and executives agree that secretaries should be more involved in the evaluation and selection of office equipment.**

Once equipment is installed, both secretaries and executives are most concerned about quick service response. In fact, 86% of secretaries (and 85% of executives) mentioned poor service response as the factor that irritated them most about vendor sales and service representatives.

Secretaries are more involved in the selection of office supplies than office equipment (table 12). They are most involved in selecting supplies they use personally, and least involved in selecting supplies for the office in general. More secretaries in small companies are involved in selecting supplies than in larger companies.

TABLE 12

SECRETARIAL INVOLVEMENT IN SELECTION OF OFFICE SUPPLIES

SECRETARY INVOLVED IN SELECTION OF:	SIZE OF COMPANY			All Respondents
	Small	Medium	Large	
TYPEWRITER RIBBONS	80%	53%	44%	58%
STATIONERY SUPPLIES	80	54	45	58
PAPER	72	41	32	46
COPIER TONER	60	29	12	29
PRINT WHEELS	27	20	19	20
FLOPPY DISKS	22	16	12	15

CHANGING TIMES

The vicinity of the office copier has become the favorite place for social gathering in offices where it is reported as a problem (table 13). Forty-one percent say that the copier is the number one social center. Another sign of the automated times is that word processors received as many votes for favorite gathering place as did water coolers.

TABLE 13

OFFICE COPIER	41%
LUNCH ROOM	28
COFFEE MACHINE	28
REST ROOM	24
MAIL ROOM	11
WORD PROCESSOR	4
WATER FOUNTAIN	4
OTHER	59

Note: Total exceeds 100% due to multiple responses.

COMMENT

Secretaries believe office automation will give them an opportunity to upgrade their positions while learning something new. They expect office automation to broaden the career opportunities open to them.

However, secretaries—although satisfied with their jobs overall—are dissatisfied with opportunities for advancement. Secretaries say they enjoy their work, and like most of what they do. They like working with people, and they like their managers. However, it is their potential for advancement with which they are frustrated. Many feel that being a secretary seems to be a dead end position in terms of advancement, salary growth and status in most companies.

As the movement toward office automation continues, it is unclear who will be responsible for information management within the office area as well as overall information processing management within the company. This revolution within the office could offer significant opportunities and new career paths for secretaries. The "office information manager"—different from the traditional secretarial role—will need to have more technical background and understand how office automation systems will be used for creating, sorting, retrieving, displaying, printing, and distributing information electronically.

If secretaries are willing to develop an understanding of automated systems through both formal and informal education, their roles could be expanded significantly to include attractive new career paths which were previously nonexistent. To make this happen, secretaries must be aggressive and willing to prove their ability to effectively and efficiently integrate these systems into the office environment.

SURVEY METHODOLOGY

"The Evolving Role of the Secretary in the Information Age" was commissioned by Minolta Corporation's Business Equipment Division in cooperation with Professional Secretaries International Research and Educational Foundation. The independent research firm of C.A. Pesko Associates, Inc., conducted the survey, which took place in two phases: a mail survey conducted in October, 1982, and a follow-up telephone survey conducted in November, 1982.

The survey sample was drawn from the membership list of Professional Secretaries International in 21 major cities. A mailing piece containing a secretarial questionnaire and a separate questionnaire in a sealed envelope for each secretary's executive/manager was sent to 8,103 PSI members. A total of 2,008 secretarial and 1,034 executive questionnaires were tabulated and analyzed. Table 14 shows the distribution of secretarial responses by city.

TABLE 14

MAIL SURVEY RESPONSE

CITY	NO. OF SECRETARIES RESPONDING	% OF SECRETARIES RESPONDING
HARTFORD, CT	90	4%
NEW YORK, NY	86	4
PITTSBURGH, PA	62	3
PHILADELPHIA, PA	74	4
DENVER, CO	89	4
MINNEAPOLIS, MN	98	5
SPOKANE, SEATTLE, WA	123	6
CHARLOTTE, NC	129	6
NASHVILLE, TN	86	4
JACKSONVILLE, FL	84	4
ATLANTA, GA	117	6
BALTIMORE	80	4
LOS ANGELES, CA	89	4
SAN DIEGO, CA	71	4
SAN FRANCISCO, CA	91	5
KANSAS CITY, MO	92	5
ST. LOUIS, MO	96	5
DALLAS, TX	91	5
HOUSTON, TX	138	7
CHICAGO, IL	103	5
CLEVELAND, OH	91	5
UNCLASSIFIED	28	1
TOTAL	2,008	100%

Approximately 10% of the respondents to the mail survey were chosen at random to participate in the follow-up telephone survey, in order to further investigate issues which surfaced in the preliminary analysis of the mail survey.

The primary variables used for analysis included: secretary vs. executive; age of respondent (under 30, 30-44, 45 and over); and size of company (fewer than 20 employees, 20-249, 250 or more).

PROFILE OF SECRETARIES SURVEYED

As members of PSI, many of the secretaries surveyed are "career secretaries" who have risen to their current levels of responsibility. Three-fourths have been secretaries for at least 10 years. Over one-fourth have achieved Certified Professional Secretary (CPS) status by passing an examination administered by the Institute for Certifying Secretaries, a department of PSI.

Virtually all of the PSI members responding were women. Only seven respondents (0.4% of the total) were men. By contrast, only 10% of the executives responding were women.

Sixteen percent of the secretaries are under 30 years old, while 42% are 45 or older (table 15). Half are between the ages of 35 and 54. The average age is about 42.

The respondents are well-educated. Five out of six have had additional education beyond high school. Two-thirds went to college, including one-fourth who graduated from either a two-year or four-year college. Seventy-eight percent have had formal secretarial training.

One-fourth of the respondents work for small companies, with the remainder divided evenly between medium and large companies (table 16).

The largest group of secretaries, 48% of the total, have the job title "secretary" or something closely related (table 17). Twenty-five percent have the title "executive secretary," followed by 13% who are "administrative assistants."

TABLE 15

AGE OF RESPONDENT

AGE	% OF SECRETARIES
Under 30	16%
30-44	42
45 +	42

TABLE 16

SIZE OF COMPANY

NUMBER OF EMPLOYEES AT THIS LOCATON	% OF SECRETARIES
SMALL (Under 20)	24%
MEDIUM (20-249)	38
LARGE (250 +)	38

TABLE 17

JOB TITLE OF SECRETARY

	AGE OF SECRETARY			SIZE OF COMPANY			All
	Under 30	30-44	45 +	Small	Medium	Large	Respondents
SECRETARY	55%	48%	47%	42%	46%	54%	48%
EXECUTIVE SECRETARY	23	26	26	20	29	26	25
ADMINISTRATIVE ASSISTANT	9	12	15	15	15	2	13
OFFICE MANAGER	1	4	4	10	2	11	4
LEGAL SECRETARY	3	3	2	5	2	1	3
OTHER	9	7	6	8	6	6	7

Job titles reported vary by size of company and age of secretary. Small companies (fewer than 20 employees) and medium companies (20-249 employees) are more likely to use the "administrative assistant" title than large companies (250 + employees). The larger the company, the more likely it is that the respondent's job title is "secretary." Younger respondents are more likely to be called "secretaries," and older respondents are more likely to be "administrative assistants" or "office managers."

Salary levels of these secretaries range from $10,000 to $30,000 per year, with a very small percentage outside this range (table 18). Two-thirds of the secretaries earn between $13,000 and $22,000 per year. The median salary reported is $17,000-$18,000.

Salary levels at larger companies tend to be higher than at smaller companies. While the overall median salary reported is $17,000-$18,000 per year, the median salary for small companies is just over $16,000 per year. For medium companies it is about $17,000, and for large companies it is slightly under $19,000. Older secretaries tend to have higher salaries than younger secretaries.

TABLE 18

SECRETARY'S CURRENT SALARY LEVEL

CURRENT SALARY	AGE OF SECRETARY			All Respondents
	Under 30	30-44	45 +	
BELOW $10K	5%	2%	2%	3%
$10K-12,999	24	11	10	12
$13K-15,999	36	21	19	23
$16K-18,999	21	28	25	25
$19K-21,999	10	21	21	19
$22K-29,999	4	15	21	16
Over $30K	—	2	2	2

CURRENT SALARY	SIZE OF COMPANY			All Respondents
	Small	Medium	Large	
BELOW $10K	6%	2%	—	3%
$10K-12,999	15	14	9	12
$13K-15,999	26	24	18	23
$16K-18,999	23	27	27	25
$19K-21,999	14	19	24	19
$22K-29,999	14	13	20	16
Over $30K	2	1	2	2

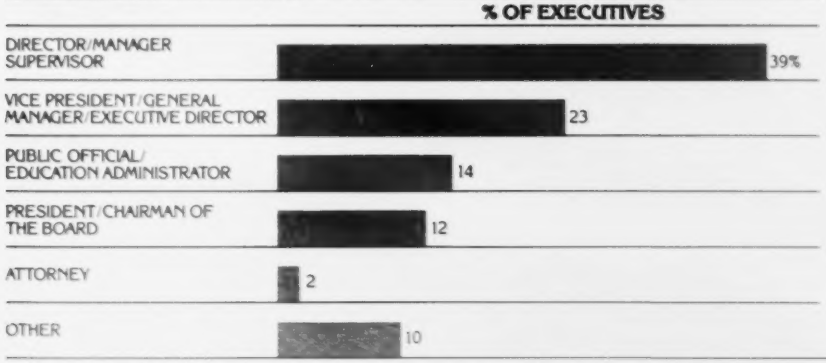
PROFILE OF EXECUTIVES SURVEYED

The average age of the executives responding is 46, and 66% of the executives are between 35 and 54 years old. In educational background, most executives (81%) have at least a four-year college degree.

The grouping of executives' titles shows that 53% of the respondents have middle management responsibilities, with titles such as director, manager, supervisor, public official, or administrator (table 19). Senior management responsibilities are held by 35% of the respondents, with titles such as chairman of the board, president, vice president, or executive director.

TABLE 19

JOB TITLE OF EXECUTIVE



EMPLOYER PROFILE

Secretaries and executives participating in this study are employed by a wide spectrum of businesses representing all major industry classifications (table 20). More responses (28%) were received from manufacturing companies than any other industry category. Of respondents from large companies, 41% are from manufacturing establishments. Only 14% of the respondents from small companies, however, are in manufacturing. Finance, insurance, real estate, medical, legal, and business services are concentrated in the small company category: 42% of those responding from small companies are in these areas. The corresponding proportion for large companies is 23%.

Two-thirds of the responses come from a headquarters location, either the corporate or division headquarters or the only location of a company.

TABLE 20

INDUSTRY CLASSIFICATION

INDUSTRY CLASSIFICATION	SIZE OF COMPANY			All Respondents
	Small	Medium	Large	
MANUFACTURING	14%	24%	41%	28%
FINANCE/INSURANCE/ REAL ESTATE	15	14	12	14
MEDICAL/LEGAL	14	6	8	9
GOVERNMENT	8	9	9	9
EDUCATION	8	11	5	8
CONSTRUCTION	9	9	6	8
BUSINESS SERVICES	13	6	3	6
COMMUNICATION	2	4	4	3
UTILITY	2	3	4	3
TRANSPORTATION	3	3	2	3
RETAIL TRADE	3	3	2	2
WHOLESALE TRADE	2	3	1	2
OTHER	7	5	3	5

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